

WHAT'S NEW



Listen and lead, Roberts advises

Gov. Barbara Roberts urges the Oregon Transportation Commission to "embrace as their own" key transportation-related goals to guide Oregon's future. In her speech, she said ODOT should better coordinate land-use planning efforts among all agencies involved in growth issues, as well as local governments. "The Department of Transportation should be a leader and a listener in all of these local efforts," she said.

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Bike Commute Day is May 9

The Persian Gulf war turned American's attention to the country's dependence on foreign oil, and inspired citizens and legislators to alternatives to the automobile. It also has fueled arguments to leave the car at home and use a bicycle for commuting.

On Thursday, May 9, known as Oregon Bike Commute Day, bike-to-work enthusiasts will use food, prizes, celebrities, local business participation, bike-against-car races and other incentives to change Oregonians' commuting habits.

"Every time an automobile owner decides to leave his car at home, and instead rides a bicycle to his destination, he is doing himself, society and our environment a tremendous favor," said Michael Ronkin of the Highway Division's Bikeway Program. In quoting a Danish study, he said the benefits of adult cycling, measured in reduced rate of heart attacks, outweigh the risks associated with bicycle accidents 12-to-1.

By using bicycles instead of automobiles for short- to medium-length urban trips, riders:

- Reduce air pollution, as short automobile trips waste energy because engines don't fully warm up.
- Reduce traffic congestion, petroleum consumption and the need for parking.
- Lower the need for additional roads and road widening, and ease road wear.

Slide cleanup under way

Crews worked around the clock in April to cut a path through a 600-foot-long landslide on the Wilson River Highway that blocked the major route between Portland and Tillamook.

Between 750,000 and one million cubic yards of mud, trees and rock fell onto the road April 4 about 31 miles west of Tillamook. Some material slid into the Wilson River, partially damming the river. Approximately 1,000 area residents were evacuated because of the potential for flooding downstream had the dam broken. A truck, compressor, drilling rig and Highway Division loader were buried in the muck.

Cleanup crews initially cleared an estimated 4,500 cubic yards of rock, dirt and debris from the slide area, later raising that effort to approximately 10,000 cubic yards, according to Project Manager Dave Jones. A contractor, Tri-State Construction of Portland, has been working two 8-hour shifts, seven days a week.

Cleanup of the highway—also known as Oregon Route 6—is estimated to take two-to-three months, according to Walt Bartel, assistant Region 1 engineer for the Highway Division. Bartel estimated one-way traffic could be restored by late this month.

"Despite the enormity of the slide, the cleanup process is going very well—better than expected," he said. Weather has been an important factor in the slide removal and will continue to be as the cleanup continues, according to Bartel.

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Bob Van Vickie, Region 1 geologist for the Highway Division, describes to news reporters the immensity of cleanup efforts at the site of a landslide on the Wilson River Highway.

Moomaw closes career with insight

In announcing his retirement at the Transportation Commission's April meeting, DMV Administrator Dave Moomaw didn't look back on his 16 years with the department. Instead, he foresaw the challenges the Motor Vehicles Division faces in the decades ahead.

Moomaw, who will retire at the end of 1991, will continue in his current position until the new ODOT director names a new DMV administrator, which is expected to be in July or August.

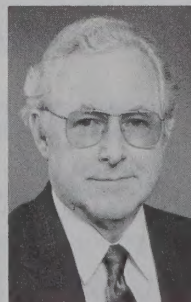
In addressing the Transportation Commission, Moomaw described the challenges the incoming DMV administrator will face.

"Perhaps the most important project in DMV's history is currently under way," he said. "We are currently completing the road map, or blueprint, for establishing DMV's future information needs and how to meet them." The project, expected to take six years and up to \$40 million to complete, will replace DMV's entire "antiquated field office and head-

quarters computer systems," Moomaw said.

"It is a project that cannot be delayed because the manufacturer of our current field office computer system will stop providing maintenance and parts for the system in 1993," he said. "We need to complete our replacement of the system by that time."

One of the reasons the need for a new computer system has become critical is the increasing complexity of DMV's systems and procedures, according to Moomaw. "We're seeing much more complexity in how we do business," he said. "This is the result of mandates at both the state and federal levels, as lawmakers are increasingly using sanctions against driving privi-



Moomaw

'Our population is increasing.... We're basically in a non-stop growth industry.'

leges and vehicle ownership as levers to achieve social goals."

Moomaw said this "emerging trend" is not only putting a burden on the division's computer system but also on its employees.

"We are asking and expecting our employees to know more and be able to do more under an increasingly complex set of requirements," he said. "We will have to meet these new mandates and yet continue to deliver good customer service."

"This is going to be particularly difficult right now because I see the public

See MOOMAW, Page 4

DIRECTOR'S COLUMN

Need to foster tomorrow's leaders

By **BOB BOTHMAN**
ODOT Director

After hearing Governor Roberts speak before the Transportation Commission last month, I was reminded of a conviction that I've gained from having worked for ODOT over the past 40 years—that our department has met and remains capable of meeting our transportation challenges while maintaining Oregon's quality of life.

The governor outlined five goals she would like us to adopt—more effectively coordinate land-use planning, emphasize energy conservation, develop a unified transportation plan by 1993, forge stronger links between rural and urban Oregon, and provide the funding mechanisms necessary to improve Oregon's transportation system.

"The Oregon Department of Transportation should be a leader and a listener in all of these local efforts," she said. I couldn't agree more.

Our department specifically needs to provide leadership during our state's period of growth, when the facilities we created in the past several decades are reaching their capacity. Now's the time to act by caring for them.

It seems as though our challenges have become more directed over the past four decades, a time when we built the interstate freeway system, bridges and highways to allow Oregonians and Oregon visitors to travel quickly and safely. The governor spoke about how we need to continue to improve our transportation system, and how we need to



consciously integrate what we do with other agencies.

She also talked about making the most of what we have by working smarter. In illustrating her vision of transportation, Governor Roberts indicated the need for change in the way we do business. That means we need to re-examine the way we think about transportation, and how we handle the movement of people and goods. The past methods of simply meeting Oregon's transportation demands simply won't do. We need to be bold enough to ask the right questions: Why are people traveling more? Why aren't they ridesharing as much as

been.

That makes me a bit envious of our department's future leaders who have the opportunity to set the course for transportation in Oregon and design its future appearance.

What qualities might make tomorrow's leaders, you ask?

Joseph Campbell's book, "The Power of Myth," distinguishes true leaders from heros. Heros, he suggests, succeed by performing on their own. On the other hand, true leaders work with others to get the job done, through teamwork and synergy. The difference between the two is staggering. For those of you who cur-

rently are in leadership roles—and particularly those of you who wish to be someday—I strongly recommend you consider reading it. Other leadership qualities may not be so black-and-white. A

more philosophical book, "It was on Fire When I Laid Down On It" by Robert Fulgham, for instance, talks about what really matters in life. Having that intuitive sense is something I believe all leaders really need to understand.

When you think about it, each of us has the potential to be a great leader. If not supervisors of our fellow workers, we can at least take power over what's within our own control as self-managers.

The opportunity to lead is greater now than ever before. We're living in a time when each of us are handed the freedom to exercise our abilities and strengths, regardless of where we are in this organization. It seems to reason, then, that our demand for effective leadership will coincide with a demand for us to function as a cooperative whole. We need to respect each others' strengths and draw upon them. We need to work as one.

Heros...succeed by performing on their own. On the other hand, true leaders work with others to get the job done, through teamwork and synergy. The difference between the two is staggering.

they can? What's the alternative to simply building more roads?

Governor Roberts suggested some solutions to those tough questions: We must make our existing roads network work harder. Working smarter, not necessarily harder, both challenges and excites me. Getting to that point will require us to seek out and nurture the leaders among us.

As I conclude my career with the department—with the satisfaction of accomplishing far more than I ever set out to do 40 years ago—my involvement during those years has touched dozens of people and programs. I feel challenged by all the things that must be done to meet Oregon's future transportation needs, possibly because those challenges appear to be our greatest. Maybe that's because I'm more oriented to the future than the past: Where I'm going is far more important than where I've

Letters



Saviors in the storm

John Grassman,
District 3 Manager,
Highway Division, Salem:

While traveling across the Santiam Pass in a snowstorm in March, my state vehicle broke a water hose near the Santiam Junction highway maintenance station. Although I was able to make it to the maintenance shops, my vehicle was disabled and I was unable to travel any farther.

(Highway maintenance specialists) Jim Toney and Rick Payne recognized the seriousness of my situation, volunteered to attempt emergency repairs on the vehicle, located a replacement water hose and repaired the vehicle. Their actions resulted in the savings of several

hundred dollars to the state for towing charges and emergency repairs.

In addition to saving the state money, Toney and Payne helped me personally out of a difficult situation. Because the equipment I was transporting was expensive, I was unable to abandon my vehicle. Had it not been for their actions, I would have been forced to spend an unpleasant evening dealing with the problem.

KIRK HARVEY
Investigator,
Oregon Department of Justice,
Salem

Teamwork, caring

Art Alaniz,
Area Maintenance Manager,
Highway Division, Chiloquin:

We would like to thank the Chiloquin highway maintenance section for a job well done. In the past, when highways were left to ice, we would have to contact the Oregon State Police, the sheriff's department or some other law-enforcement agency to get sand for these icy road conditions. Many times, we would have to wait nearly two hours for a sand truck to arrive before we could tow a vehicle.

But in the past two years, the Chiloquin highway maintenance crew has shown a tremendous sense of teamwork and caring for their work. The current procedure is to have sand on the road

by the time our tow trucks arrive at a wreck scene. Because of our towing vehicles' traction requirements, this has been a life saver.

Every member of the Chiloquin maintenance station has, at some time, gone out of their way to help motorists who are stranded or in need of assistance. This is reflected in the decreased number of motor vehicle accidents, which I attribute to the Chiloquin maintenance crew's teamwork and sense of responsibility in their sanding and plowing operation during bad weather. Thanks for the Chiloquin crew's superior service and on-going support.

RON PARTON
Owner, Chiloquin Towing Service
Chiloquin

Customer satisfaction

Dave Moomaw,
Administrator,
Motor Vehicles Division, Salem:

This spring I went to the North Salem DMV office to have my driver license renewed. As most typical Oregonians, I went at the last possible moment to get the job done—on my birthday. As I went in the door and took a number, I noticed there were at least 30 people ahead of me, so I anticipated a long wait.

I noticed that a young lady—I believe her name is Lori—was sitting next to an elderly couple discussing their particular problem. She very efficiently explained to them what they needed to do, then proceeded to go around the room helping all the other waiting citizens. She asked me what I needed, took me to the vision test machine, checked my eyes, directed me to the express window and went back to the waiting area to help another waiting Oregonian.

The entire process took less than 15

minutes. With a sense of humor, Lori made each person feel at ease and cared for their special needs. Every one in the office was pleasant and efficient. I noticed that after Lori directed people to their proper destination, the DMV staff quickly and efficiently took care of their reason for being there. The office's atmosphere made people feel welcome and, quite frankly, made them feel pleased to be there.

TONY MEEKER
State Treasurer
Salem

(Lori Hoover, a motor vehicle representative 1, helped Meeker.—Editor)

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ODOT NEWS

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Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification.

All letters that address issues relevant to ODOT and the Oregon Parks and Recreation Department will be considered.

Worm haven



Bridge Supervisor John Shawl examines a section of piling from the old Charleston Drawbridge that had been extensively damaged by marine borers. Peering over his shoulder is Rod Sullens, assistant bridge supervisor, Coos Bay. Bay Area residents paid tribute to the old bridge earlier this year. A June 8 ribbon cutting for the replacement bridge is planned, according to Region 3 Engineer Jim Gix.

Look to new modes, fuels, Roberts says

Gov. Barbara Roberts outlined five goals she would like ODOT to "embrace as their own" in an April speech before the Oregon Transportation Commission.

Integration of land-use planning, energy conservation, developing a unified transportation plan by 1993, forging stronger links between rural and urban Oregon, and providing the funding mechanisms necessary to improve Oregon's transportation system are the critical issues facing the commission, Roberts said.

Roberts said she wants planning efforts coordinated between all agencies involved in growth issues, as well as local governments.

"The Department of Transportation should be a leader and a listener in all of these local efforts," she said. "For we must not forget that, in the end, we are responsible to the people who live in these areas. And we must tailor our plans to meet their needs under the broad umbrella of our land-use planning laws."

Roberts charged the commission with developing programs to cut down on the number of single-occupancy drivers, convert fleet vehicles to cleaner-burning alternative fuels and strive to meet Oregon Progress Board Benchmarks in transportation areas.

"If the federal government refuses to talk about alternative fuels and minimizing the number and lengths of trips people take; if the federal government refuses to offer assistance to transit beyond westside light rail and refuses to reward states financially which cut down on gasoline consumption, then we in Oregon must once again lead the nation in showing how it can be done,"

the governor said.

Roberts also asked the commission to look at all modes of transportation in developing a statewide comprehensive plan for the Oregon Legislature to review in 1993. Included in this plan should be efforts at improving rail, air transport and ports, along with looking at highway needs.

"Beyond just assessing highway need based on existing or anticipated

The Oregon Transportation Plan 'should consider the tradeoff between building roads and highways as opposed to rail or mass transit,' Governor Roberts said.

demand, your transportation plan should consider the types of transportation that make energy sense. "It should consider the tradeoff between building roads and highways as opposed to rail or mass transit," she said.

"In short, I would be pleased to see your planning efforts become more proactive—looking for new ways to accomplish our transportation needs, seeking out innovation and responding with vigor to the needs of our local communities."

Roberts' fourth charge was to help diminish the gap between rural and urban Oregon.

Roads are more than just modes of transportation, she said. "They are communication links. They are economic lifelines. They play a role in recreation. They unify Oregon into more than separate cities and counties," she said.

Governor Roberts also stressed her commitment to the Access Oregon Highways program, funding for the westside light-rail project, the state funding proposal developed by the Roads Finance Committee, and urged ODOT to aggressively lobby Congress for increased highway and aviation funding.

Conner, Hlavinka capture Albright

Claudia Conner, a DMV special projects coordinator, and Janet Hlavinka, a fiscal assistant with the Aeronautics Division, were named winners of the Isabel Albright Awards in late April.

Conner captured the secretarial category, while Hlavinka took the office support category.

"I'm really honored," Conner said. "I know how good all the finalists were. A lot of my accomplishments wouldn't have been possible if I didn't have a manager who offered me the opportunities to learn and grow," she said of her supervisor, Ann Snyder, manager of DMV's Public Affairs and Legislation Section.

"I've been working really hard to prove myself," Hlavinka said. "It's really great to be recognized for my abilities and to be appreciated for what I do."

In addition to keeping DMV Public Affairs' correspondence and reports flowing, Conner took the initiative to reprogram the office's computer programs and learn sign language to communicate with Motor Vehicles' hearing-impaired customers, according to her nomination. She also produces the division's bimonthly employee newsletter, Behind the Wheel, and DMV's employee survey reports. Conner also tracks the section's employees workloads.

Hlavinka's nomination praised her work as the sole office support for the Aeronautics Division's fiscal office. The nomination told of her abilities to work independently, meticulously and courteously. When Aeronautics' fiscal manager position became vacant, she operated the fiscal office alone, and learned how to

monitor the agency's cash flow, decide when and what bills to pay to maintain a positive balance, produce monthly financial reports, track reimbursements, oversee the budget process, and record the daily revenue and cash receipts.

As she works toward her accounting degree, Hlavinka also volunteers to work with project teams to help her work, abilities and knowledge. She also takes initiative in her work, and remains professional despite being faced with short deadlines and complex cash-flow issues, according to her nomination.

Other finalists in the secretarial category of the Isabel Albright Award were: Rachel Watilo, Strategic Planning and Communications, Central Services Division, Salem; Maxine Gifford, District 7,



Conner



Hlavinka

Seaside gains state airport

The Aeronautics Division gave away another of its state airports, this time to the city of Seaside.

Paul Meyerhoff II, Aeronautics administrator, said the agreement requires the city of Seaside to commit to continue its operation as a public-use airport for a minimum of 20 years.

The Seaside Airport has 33.1 acres in property and 3.23 acres in easement. The transfer is part of the Aeronautics Division's ongoing program to put some of the state-owned airports under local control and reduces Oregon's state airports to 34, Meyerhoff said.

Highway Division, Coos Bay; and Lorraine Butler, Environmental Section, Highway Division, Salem. Finalists in the office support category included: Annie Thompson, Highway Division, Portland; and Bev Spooner, Motor Vehicles Division, Salem.

Conner and Hlavinka will receive \$100 savings bonds, plaques and a day-long, out-of-town professional development seminar.

NEWS BRIEFS

Sharp shooters: Contest deadline May 15

Deadline for submitting entries for the Oregon Transportation Safety Week Photo Contest is May 15. All ODOT employees and retirees are eligible to enter entry-free.

Entries must relate to ODOT or to transportation in Oregon. Submit either a color or black-and-white print 3 1/2-by-5 inches or larger to: Photo Contest, Room 140 Transportation Building, Salem, OR 97310. Contact Andy Booz, Via managing editor, 378-6546, for more information.

Safety corridor remains fatality-free

A Southern Oregon highway has been fatality-free since the Oregon State Police and Highway Division designated it a safety corridor.

Thirty-five people died on the 10-mile stretch of Oregon 62 between Medford and Eagle Point since 1980. In 1990, the safety campaign lowered the speed limit from 55 mph to 45 mph, increased enforcement of the new speed limit, and erected signs asking motorists to drive with their headlights on for safety.

Dancers, band headline Cinco de Mayo fests

Dancers from Oregon State University and the Los Nortenos Band will highlight a Cinco de Mayo celebration at noon May 3 in the Transportation Building, Salem. Mexican foods will be available.

That evening, from 6-9 p.m., the same entertainment will be featured at Judson Middle School. Admission costs \$3 for individuals and \$10 for families if purchased in advance. Tickets also will be available at the door for \$5 and \$15. Both events are being sponsored by ODOT's Multicultural Forum.

Slide slips, closes Oregon 6



A massive slide of rocks, mud and trees engulfs a 600-foot-long section of the Wilson River Highway (Oregon 6) 31 miles east of Tillamook.

HISTORY

MAY 1986

- A statewide litter cleanup project called "Company's Coming" lasting throughout May, urged Oregonians to help prepare Oregon for millions of travelers heading for Expo '86, in Vancouver, B.C. The Parks Division—now the Parks Department—planned a beach cleanup drive, using staff and volunteers, that has since become an annual event. The Highway Division launched cleanup efforts along U.S. 101, Interstate 5 and in the Portland area.

- Jack Sullivan was named maintenance engineer, and Rick Kuehn was selected Region 1 engineer for the Highway Division.

- Connie Sparks, an Aeronautics Division secretary, won the Isabel Albright Secretarial Award.

MAY 1981

- Work force cutbacks in the Highway Division were tied to projected cutbacks in federal funds from the Reagan administration and continued inflation.

- The resignations of nearly a dozen highway engineers within three months was attributed to low wages and poor promotional opportunities.

- Motor Vehicles Division officials reported that a new field office in the Clackamas Town Center, Portland, had been enthusiastically received by local residents since its March opening. Now known as a DMV Express office, it keeps mall hours and offers DMV services.

(Continued from Page 1)

Overall, approximately \$1.7 million is marked for the cleanup and road repair with another \$3.3 million targeted for permanent slide repair/stabilization. State Highway Engineer Don Forbes, calling the situation a "natural disaster of catastrophic proportion," declared an emergency.

The slide fell in stages, with mud and debris oozing from the hillside as heavy rainfall continued. Drainage pipes, four inches in diameter, were drilled hundreds of feet into the hillside to carry away the subterranean water that propelled the slide.

Also in early April, a large mudslide on Oregon 224 brought down a dozen trees and a power line, and blocked both lanes of traffic for about 10 hours, according to Kathy Conrad, a Highway Division public affairs assistant, Portland.

April weather also iced pavement on Interstate 5 at the Siskiyou Summit, causing cars and trucks to slide for more than two hours, according to Oregon State Police reports. About 25 cars were stacked up in the northbound lanes and fewer southbound before sanding trucks arrived at the scene, about eight miles north of the California border.



Joe Ferguson, a transportation engineer, helps survey the dimension of the Wilson River slide shortly before it slid again and buried the area where Ferguson is standing.



Highway Maintenance Specialist John Ivey flags traffic before mud and debris oozed from the hillside and completely blocked Oregon 6.

Moomaw: Workplace upgrade crucial

(Continued from Page 1)

and Legislature, particularly with the advent of Measure 5, expecting agencies to handle increasing workloads and maintain good service levels, all with very tight budgets," he said. "Our population is increasing, and that means more customers for us to serve. We're basically in a non-stop growth industry. Our challenge will be how to manage that growth and continue to provide good customer service with the financial constraints imposed on us."

Moomaw hopes to leave his successor the likelihood that, after 30 years, DMV's existing Salem headquarters building will be upgraded—an issue

Moomaw views as crucial.

Dissatisfaction with the headquarters building was the biggest complaint of Salem employees in the 1988 ODOT employee opinion poll. "As I look ahead to the work force of the '90s and beyond, I believe our workplace environment will become even more important to us in the context of recruiting, retention and productivity," Moomaw said. "I am encouraged that our request for renovating our existing facility has so far made it through all of the preliminary steps necessary to get the job done. We have just one step left—approval from the Legislature's Capital Construction Committee."

Moomaw's career began in 1950 with the Boeing Corp. in Seattle, Wash., as an industrial engineer. In 1967, he joined the Evans Products Co. in Portland as the corporate director of purchasing. He began his public service career with ODOT in 1975 as the General Services Branch manager. Four years later, he was named Oregon's DMV administrator.

State letterhead redesign tweaked for readability

The state of Oregon letterhead—seen on paper as well as business cards and envelopes—has been redesigned to update the previous 30-year-old design.

A committee formed by the Department of General Services worked with a graphic arts firm on the first overhaul. State agencies reported both praises and criticisms, so the committee reconvened to make the redesign more readable and better use page space, according to Dick Sohrt, state printer.

The committee revised the original redesign. The blue-purple color was darkened to make it more readable on

copy machine prints. For agencies that opt to include the governor's name, it was reduced to avoid confusion with the address line.

To increase the usable page space, the agency address, telephone and FAX information were lowered to one-half inch above the lower edge of the page. To increase readability, the names on business cards were placed in bold print, and the horizontal line on the envelope was shortened to balance the shape of the envelope.

Contact Shellee Lowery, ODOT Publication Unit art director, 373-7137, for more information.

Volunteers help serve visitors

Volunteers contributed 195,000 hours to the Oregon State Parks Department during 1990—roughly the equivalent of 98 full-time employees—Parks' Volunteer Coordinator Linda Lopez said.

Through two programs, the Friends of State Parks, and the Park Host program, the 8,000 volunteers raised \$440,000 in 1990 through events and interpretive materials. For instance, the Friends of Cape Blanco restored the Hughes House near Port Orford, and the Friends of Vista House maintain the landmark building and viewpoint in the Columbia Gorge.

The 350 Park Hosts camp at state parks for a month at a time, greet visitors, act as good will ambassadors, explain park rules and do light cleanup chores, Lopez said.

Ethics policy: No 'broad brush' approach

So, what's right?

A new ethics policy, to be released to all ODOT employees this month, sets "uniform ethical standards," yet doesn't address every possible situation or recite exactly what employees should do or avoid doing.

"It's not as if we're trying to take a

broad brush and paint everyone the same color," said Bob Whipps, ODOT Employee Development manager and a member of an eight-member steering committee that crafted the ethics policy. "We're not going to go out there and tell folks how to be ethical."

The ODOT Ethics Steering Com-

mittee is composed of ODOT employees from throughout the state and represents each of the department's agencies with the exception of the Motor Vehicles Division. "This isn't something that's coming out of Salem," Whipps said. "It comes from deep within the organization."

Ethics seminars, to be held throughout the state, will be integrated into the existing Working program for new and represented employees and the Frontline Leadership course for managers and supervisors. (See article below for more information.)

The ethics policy provides general guidelines for making ethical decisions, while not providing an exhaustive list of specific situations and ethical behavioral responses. "Because a specific standard of conduct covering an act which would tend to discredit the department or a department employee is not published here, it does not mean that act is allowed, condoned or not subject to corrective or disciplinary action, including dismissal," the policy states.

The ethics policy holds public employees "to a higher standard of conduct and scrutiny than most people" because, it says, "people judge an organization by the behavior of its individual members....The efficient operation of ODOT requires public trust and confidence in its employees."

The ethics policy further prohibits ODOT employees from using their public position for personal financial gain. It specifically forbids using state resources—such as state vehicles, supplies, equipment, facilities or an employee's time—for private gain. It also prohibits the misuse of confidential information, or "the solicitation of future employment where there is an understanding that an offer of future employment will influence an official action." Outside employment is permitted if it's not in conflict with any provision of the ethics policy.

Regarding the acceptance of gifts, the ethics policy indicates "the department does not encourage receiving or giving gifts. Discretion is the rule. The key question is whether or not, in accepting the gift, the employee is using public office for private gain." Considered acceptable under those guidelines are "food offered at a meeting as a normal courtesy incidental to the performance of official duty, and any gift

that is unsolicited, token and infrequent."

It further states that Oregon statutes "allow gifts from one source up to \$100 per calendar year. The appearance of using public office for private gain in accepting anything more than a token, courtesy gift is not acceptable."

Accompanying the policy is the "ODOT Principles of Public Service Ethics," which is intended to be used as a guide. It states, in part:

• Public Interest. ODOT employees treat their jobs as a public trust. We do not act for our personal benefit or in any

'It's not as if we're trying to take a broad brush and paint everyone the same color. We're not going to go out there and tell folks how to be ethical.'

—Bob Whipps

other private interest that conflicts with the public good.

• Objective Judgment. ODOT employees use their best independent objective judgment to do their jobs. We make decisions based on their merits. We guard against conflicts of interest and improper influences, both real and apparent.

• Accountability. ODOT employees are open, efficient, equitable and honorable when conducting business. We enable the public to openly participate in important decisions, make informed judgments and hold us accountable for our policies, programs, activities and the results.

• Leadership by Example. ODOT employees set a positive example of public service and good citizenship by always following both the letter and spirit of laws, rules and policies.

• Respectability. ODOT employees behave to safeguard the public's trust in the integrity of the Department of Transportation. We are honest, fair, caring and respectful. We also believe that acting in the public interest means having the courage and integrity to do the right thing in spite of the risk of criticism.

Ethics seminar offers time for idea exchange

Ethics seminars will offer ODOT employees a chance "to raise issues, and to give and get food for thought," according to Bob Whipps, ODOT Employee Development manager and a member of a steering committee that produced a department-wide ethics policy.

Whipps said the half-day seminar will be integrated into the existing Working program for new and represented employees and the Frontline Leadership course for managers and supervisors.

The seminars will be led by 29 trained facilitators. Managers will be encouraged to assist facilitators with the course, Whipps said.

"We hope to have our people give and get feedback on how the organization can be more ethical and supportive of those who exhibit ethical behavior," he said.

"We're not only talking about individuals here, but organizational style—anything that may encourage us to perform our work by the highest ethical standards."

The ethics seminar's tentative format includes a definition of the ethics policy; taking individual responsibility;

a videotape of examples for discussion; ethical problem-solving using a structured format; institutionalizing the ethics policy; and group discussion and recommendations to ODOT management.

Whipps views the ethics policy as becoming part of the team building process.

REMEMBERING

Carl Bewley, highway shop supervisor, Equipment and Services Unit, Highway Division, Salem, died March 6. Bewley, who was 80, served Highway for 27 years before retiring in 1974.

George Grubb, civil engineer 2, Construction Section, Highway Division, Salem, died March 5. Grubb, who was 66, served Highway nine years before resigning in 1959.

Arley Redman, heavy equipment operator, Highway Division, Government Camp, died Feb. 9. Redman, who was 89, served Highway for more than 12 years.

Span man



Highway Division workers (right) watch construction contractors from General Construction climb on the main span steel arch on the replacement Alsea Bay Bridge, Waldport. With the span's concrete box girders complete on the south approach, of the work was concentrated on the north approach in April. An August grand opening and dedication is planned.

Map goes electronic, observes Bike Bill 20th

The Official Oregon Highway Map has been updated and is once again ready to guide travelers around Oregon this summer.

The new maps are available through ODOT Public Affairs, 378-6546.

This year's edition marks a milestone in ODOT's map-making history: The entire map was drawn on computer. The task of entering the information into ODOT's CADD system was shared by the Roadway Analysis and Mapping Group, ODOT Graphics Unit, and the University of Oregon's Department of Geography.

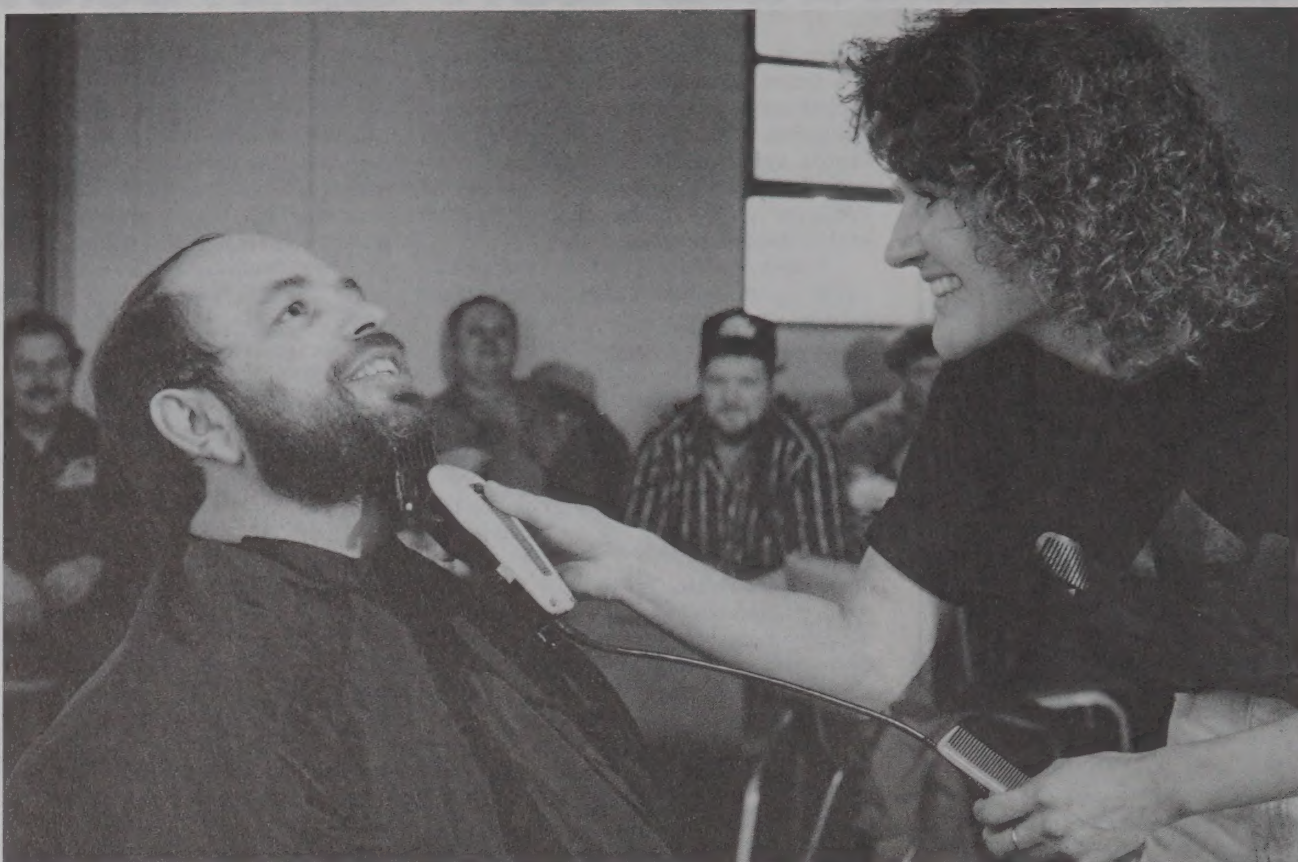
"This is a great example of different units and agencies coming together to get the job done," said Dave Ringeisen,

Roadway Analysis and Mapping supervisor.

"The spirit of cooperation really contributed to an outstanding product." The digitized data used for the map can be used for other mapping applications, Ringeisen said.

Highway Division Bikeway Program employees Dick Unrein and Michael Ronkin appear on the map's front cover in a photograph shot on the Historic Columbia River Highway. The 1991 highway map observes the 20th anniversary of Oregon's Bike Bill as well as the 75th anniversary of the dedication of the Historic Columbia River Highway, which occurred on June 7, 1916.

Providing incentive



Greg Phillips, equipment repair manager, Salem, has his beard shaved, as he promised if the Equipment and Service Unit employees reached their goal of 7,500 pounds of non-perishable food for the annual State Employees Food Drive. Dick Burke, equipment operations manager, and Tom Luther, Equipment and Services Unit manager, added to the incentive by agreeing to have their beards shaven. Pictured clipping Phillips' beard is Terry Gish, a Dalles hairdresser.

Letters



(Continued from Page 2)

Guilty yet thankful

Ontario Justice Court,
Ontario:

I am guilty of a group axle overload violation and knew it before I was checked. I'm based in Oregon with an overweight permit, but travel many states. California and Nevada limit my truck's length to 65 feet. Picking up this load I very stupidly loaded for my overweight permit to be safe. But when I tried to lengthen the trailer, it wouldn't because the slide was frozen from the cold weather. It was a mistake that will never happen again. I take pride in traveling many states and loading different-weighted fuel, and have never gotten an overweight in the past three years, but I was wrong this time.

Although (Senior Weighmaster) Norma Crawford gave me this ticket, she is one of the few people at the ports, scales or ODOT checks that needs to be commended for her attitude. Having misjudged my load, I deserved the ticket. But even so, she was exceptionally kind, explained bridge laws and axle weights clearly, and was a big help.

Please thank her again for me, as she really deserves high praise. I wish there were more people like her.

CRAIG CLARK
Oregon Truck Driver
(address unavailable)

Long-range plan goes before public

The 1991 Oregon Highway Plan, the Highway Division's long-range funding and policy guide, will be reviewed at public hearings early this month.

The plan discusses strategies for the next two decades based on anticipated highway needs. The plan is a study of those needs and the requirements for best meeting them with limited revenue. The Highway Plan also makes program recommendations. It outlines the revenue necessary to carry out those recommendations and serves as a guide for development of the future Six-Year Transportation Improvement Program.

The plan is one portion of the overall transportation planning effort, according to Ed Lee, highway needs

coordinator. "The Highway Plan will be incorporated into the Oregon Transportation Plan, representing the highway element of transportation planning," Lee said.

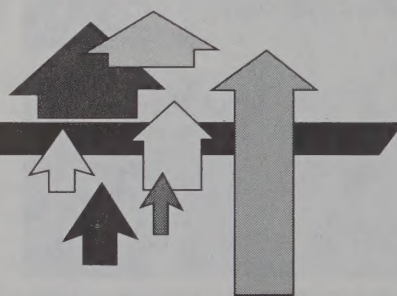
The plan, which will be complete by 1993, will focus the Highway Division's efforts during the development of the Transportation Plan. As the Transportation Plan develops to include all transportation modes, future Highway Plans will reflect the Transportation

Plan's policies.

The Highway Plan takes local government transportation plans into account when determining state highway needs, Lee said. Many of the plan's strategies were generated through the cooperation of other state and local public agencies.

"The plan stresses our desire to seek agreement with local governments, rather than imposing our ideas on them," Lee said.

Moving up
Moving up
Moving up
Moving up



RETIREMENTS

Lloyd Beutler, highway maintenance specialist, Highway Division, Woodburn, retired in April after 10 years of service.

Earnest Crom, Sr., traffic survey interviewer, Highway Division, Bend, retired in March after 7.5 years of service.

William Eddins, highway maintenance worker, Highway Division, The Dalles, retired in March after 18 years of service.

Elbert Heyen, transportation engineer, Highway Division, Salem, retired in April after 24 years of service.

Richard Martin, engineering specialist 1, Highway Division, The Dalles, retired in April after 12 years of service.

Henry Meredith, engineering specialist 1, Highway Division, Salem, retired in April after 22 years of service.

Jon Ridings, transportation engineer 1, Highway Division, Salem, retired in April after 38 years of service.

Russell Sheppard, weighmaster, Highway Division, Bend, retired in April after 21 years of service.

Highway Division

Barry Bittner, engineering specialist 2 to associate transportation engineer, Salem.

Edward Cantrell, transportation engineer 1 to transportation engineer 2, Salem.

Sarah Creighton, word processing technician 2 to office coordinator, Salem.

John deTar, planner 2 to planner 3, Salem.

Timothy Dodson, transportation engineer 1 to transportation engineer 2, Salem.

Keith Frankum, heavy equipment mechanic 2, Bend, to heavy equipment repair supervisor, La Grande.

Cindy Lawrence, highway maintenance worker to highway maintenance specialist, Albany.

Asa Lewis, highway maintenance specialist to highway maintenance assistant supervisor, Estacada.

Michael Lick, engineering specialist 2 to engineering specialist 3, Klamath Falls.

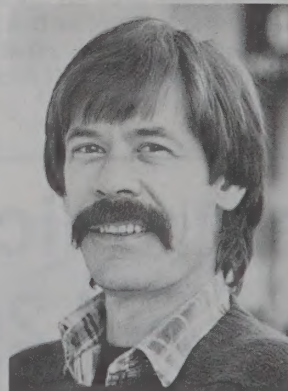
Arthur Louie, supervising transportation engineer D to supervising transportation engineer E, Milwaukie.

Kenneth Paetz, engineering specialist 1 to engineering specialist 3, Klamath Falls.

Jilda Rush, engineering specialist 2 to associate transportation engineer, Salem.

Susan Souder, right of way agent 1 to right of way agent 2, Roseburg.

Helen Varner, office specialist 2 to administrative specialist 2, Salem.



Asa Lewis
Highway Maintenance
Assistant Supervisor
Estacada

Motor Vehicles Division

Lila Forrest, motor vehicle representative 1, Sherwood, to motor vehicle representative 2, Northwest Region, Salem.

Michael Holman, office assistant 2 to office specialist 1, Salem.

Concept now reality

Don Forbes,
State Highway Engineer,
Highway Division, Salem:

What a pleasure it is to work with Dick Krog's Santiam Junction highway maintenance crew. They are organized, helpful and efficient.

On a March afternoon, our company was dispatched by the Oregon State Police to Oregon 20. Dick called our dispatcher to advise us of what manpower and equipment was needed, along with a description of the accident scene. As we would be working over 40 miles from our base, this information was invaluable for sending the right personnel and equipment the first time.

When we arrived at the scene, an ODOT representative met us and we discussed our plan of operation. From then, the 12-hour job went off without a hitch—with the proper correlation of signs, flares, sand trucks, plows and a person to spot our work. The next day, drivers who had passed the scene called us to comment how well-marked the scene was and that the road was maintained the best it possibly could have been during the cleanup.

The concept of a traffic safety management team is simple on paper. But to make it work during a howling snowstorm on a mountain of ice is extremely difficult. I would work alongside Dick's crew any time, anywhere.

MICHAEL WILDMAN
President, Consolidated Towing, Inc.
Bend

Devoted, dedicated

Don Thurston,
District 11 Manager,
Highway Division, Klamath Falls:

Your staff has been a valuable asset to the Oregon State Police over the years. It's common practice for our office to contact a member of your department to report traffic difficulties, particularly during the winter.

Your people in Klamath Falls and Lake County have responded to provide us with needed information and valued assistance when they are called upon, and they are to be commended for their devotion and dedication.

SGT. JAMES TODDY
Oregon State Police, Klamath Falls

PROFILE: PRUDENCE ADAMS

Dedicated to the people she serves

By ANDY BOOZ
Via Managing Editor

Somewhat shy and soft-spoken, Prudence Adams devotes herself to helping others.

When the conversation turns to her work at the Motor Vehicles Division's Astoria office, her concern shows for customers affected by an ever-changing system of state and federal motor vehicle laws. She speaks of DMV's people and how they aim to keep their customers satisfied. She talks warmly of her family when speaking of her eight children. But when the conversation turns to Prudence, she reverts to her shy self: She tries to change the subject.

Prudence channels her energy by caring for those around her—driving her youngest daughter to volleyball practice in Washington state, serving in her fifth term on the Seaside School Board, as well as ensuring that her DMV customers get the service they deserve.

'I like to help people, and everyone, sooner or later, comes to a DMV office.'

"Not every public agency has as much public contact as we do at Motor Vehicles," she says. "I enjoy seeing that our customers are satisfied. They trust us with their documents, and they depend on us to use their vehicles. Of course, some of our customers come to us with a chip on their shoulder—maybe from an unpleasant experience with another DMV. It's really a great feeling to see those people satisfied, for them to understand that we've done them a good service by the time they finish their DMV business."

Prudence was working as a secretary at the Seaside Chamber of Commerce when she volunteered to work at Astoria's Motor Vehicles office through DMV's Day Behind the Counter program. "That experience certainly influenced my coming to work for Motor Vehicles," she says.

Customer service became a top priority for Neil Goldschmidt shortly after he took office in 1987. So when a part-time motor vehicle representative position opened that August, Prudence applied. A few months later, she secured a permanent full-time job as a motor vehicle representative. It took her just five months to promote into a motor vehicle representative 2 position, enabling her to do drive tests, driver examinations and motorcycle tests.

That relatively quick series of promotions she credits to Sue Vernon, the Astoria DMV office manager. "One of the things I did right when I started work here was to seek out an experi-

Smile



Prudence Adams, a motor vehicle representative at DMV's Astoria office, frames a customer for a driver license photograph.

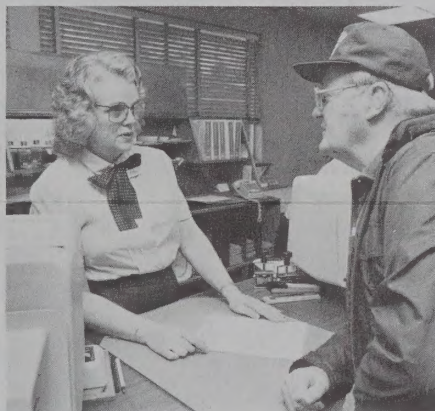
enced person and take advantage of that person's knowledge," she says. "Sue made sure I was properly trained. She supported me in getting started on the right foot, and that's just what I needed. A good supervisor will take you as far as you're willing to go in a job."

Prudence also has high praise for the administrative staff at DMV's Salem headquarters who support DMV's field offices.

"Motor Vehicles takes good care of its people. They make sure that we have the training we need. They really are committed." She speaks highly of the semiannual driver examiner conference, and relishes the chance to exchange ideas with others.

Her only regret is that Astoria is so far from Salem. "When we call Salem—say, to speak with Central Inquiry—you just have this name and a voice on the other end of the line. Because we're so far away, we don't see those people very often. And that makes communication difficult sometimes."

Life at the Motor Vehicles Division keeps Prudence's interest, particularly with Oregon lawmakers making legislative changes at a rapid-fire pace. As a driver examiner, for instance, she's trained in administering Commercial Driver License exams and drive tests, and stays on top of how the CDL pro-



Prudence Adams helps resolve a customer's concern.

'It's really a great feeling to see those people satisfied, for them to understand that we've done them a good service by the time they finish their DMV business.'

—Prudence Adams

gram changes.

"I value DMV's headquarters staff constantly updating our field offices," she says. "That way, we can do more for the public to keep them informed of how laws affect our customers. I think our Salem office is really doing an excellent job of that."

Prudence was born in Portland. Because her father was in the service, her family traveled to follow his work. From Oregon they went to California, then Japan, New Jersey, Kansas, Maryland and France—before she graduated from

high school. While pursuing a career in fashion merchandising at Oregon State University before deciding, she worked summers in retail sales. That experience persuaded her to shift her career goals to a field involving more public contact.

"I like to help people, and everyone, sooner or later, comes to a DMV office."

Like her father, her first husband was in the service. After moving coast-to-coast and spots in between, she divorced and returned to Oregon in 1970, remarried and settled in Gearhart.

At home, Prudence keeps in touch with her children and shuttling her youngest daughter to her myriad activities. At one point, she had five teen-agers in high school. Now that they've graduated, she's able to relax a bit more and devote more of her spare time to reading historical novels and mysteries.

For the past two consecutive years, her dedication to DMV work has earned Prudence the PRIDE Award—that's a DMV employee recognition program.

"It's really important to have someone say, hey, you're doing a good job," she says. "It's nice to know that even the little people out there are trying their best."

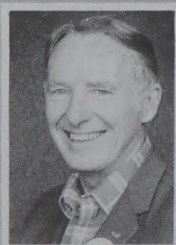
Correction

Dick Welter, an associate transportation engineer, was incorrectly identified in a photo last month that showed him working on the Lincoln Beach Parkway construction project on U.S. 101.

RETIREES REPORT

Bob Cameron, Salem, systems analyst, Highway Division, retired in 1985.

Travels throughout the United States and abroad fill Bob's post-retirement plans. With his wife, Jane, he visits Mexico every winter. Other excursions have taken them to Europe, where last fall they attended the Oberammergau play and visited friends in Germany. The Camerons sailed a cruise ship to Alaska visiting their son on the way. A second cruise, this one southbound to the Caribbean, saw the Camerons polka dancing during most



Bob Cameron

of their waking moments.

Bob and Jane are members of a German exhibition dancing group called the Tirolean Dancers. Their weekly practices culminate in the fall with three months of dancing at Oktoberfest festivals. Last December they headed south to join 25,000 people for the 40th reunion of the "Chosin Few"—that's a group composed of survivors of a historic Korean battle.

As members of an athletic club, the Camerons enjoy aerobics, weight training and fitness walking most every day. When home, they attend the Highway Retirees quarterly luncheons.

Merl Mulkey, Keizer, fiscal coordinator and assistant budget officer, Central Services Division, retired in 1984.

Caring for their home, gardening and fishing are the main attractions for Merl and his wife, Maxine. Merl fishes for salmon from Depoe Bay two or three times each summer, and his trout fishing ventures generally take him to Phillips Reservoir, Wolf Creek Reservoir or the John Day River.

When close to home, Merl plays cribbage three times each month with a local club. Monthly cribbage tournaments are usually held in Oregon, but also can be as far away as Richland, Wash. and Reno, Nev. In April, he visited Missoula, Mont. for a tournament with his doubles partner, Paul Hatcher, also an ODOT retiree.

Merl stays in touch with his former co-workers through the Highway Retirees quarterly luncheon meetings.

CANDID COMMENTS

Debbie Pillsbury
Office Services Supervisor
Environmental Section
Highway Division
Salem



Debbie Pillsbury
Having a positive attitude and commitment toward my work is very important to me. It drives me to put in the extra effort to do the best job I can.



Mae Morgan
Accounting Technician
Post Audit Review and
Archive Team
Central Services Division
Salem

Mae Morgan
Myself. I feel that I should always do my best—it's my job. We also have a lot of nice people out there who I deal with, and I like to do a good job for them.



Clarence Tolbert
Highway Maintenance Specialist
Highway Division
North Portland

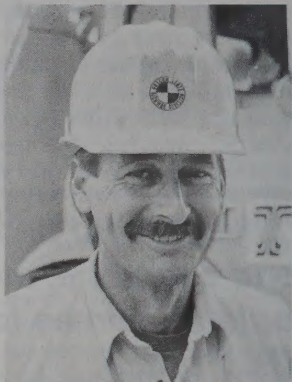
Clarence Tolbert
I work with many different crews, and I get motivated by these people's expertise and willingness to get the job done. I work with a great group of people, like helping people and take pride in the work I do. I get to help a lot of stranded motorists each day, and that reflects well on the department.



Pua Sequeira
Office Specialist 2
ODOT Personnel Section
Central Services Division
Salem

Pua Sequeira
It's not only "what" but also "who" motivates me. I thoroughly enjoy the many different challenges given to me on a daily basis. That's motivating in one respect, but it's actually the employees out in the field who truly motivate me. Wanting to be dependable and offer the best service gives me the motivation and drive to do the best I can for my people.

Jim Thomas
Electrician
Highway Division
Grants Pass



Jim Thomas
What motivates me? The satisfaction of knowing I've done a good job, and taking pride in my work. We're in a specialized field and have electrical codes we must go by before our work is inspected. So when our work meets the codes and passes inspection, that motivates us because we know we've done our best.



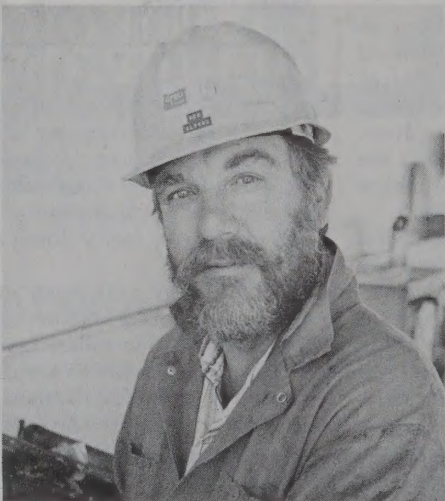
Shirley Hawke
Data Entry Operator
Modular Unit 1
Motor Vehicles Division
Salem

Shirley Hawke
I always try to be the best I can, and keep the work up because this is a production-oriented office.



James Birchfield
Assistant Supervisor
Highway Division
Government Camp

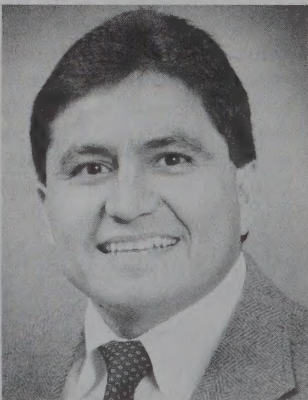
James Birchfield
I like my job, and we have a good crew up here. The people I work with all pitch in and we do a great job. We just want things to turn out nice.



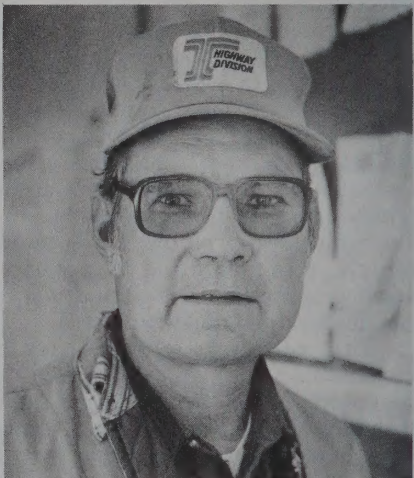
Ken Alford
Highway Maintenance Specialist
Highway Division
Hermiston

Ken Alford
I like my job and the variety it offers—coming up with new ideas, working outside with crew members and a team concept. I am also motivated by the state trying new programs, such as Gainshare, to give employees more control over their own destiny. I'm proud of what ODOT does for the public.

Xavier Falconi
Access Management
Coordinator
Highway Planning Section
Salem



Xavier Falconi
What motivates me is the search for ideas and solutions to most effectively deal with land-use and development affecting our highways.



Bud Shanklin
Highway Maintenance Specialist
Highway Division
Bend

Bud Shanklin
Anything worth doing is worth doing right. That way, when you do something, you don't have to go back and redo it. Even if it takes longer the first time, it's worth the effort.